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Division Commander Visits Nashville

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Also Inside: Chief of Engineers Visits TSU • Kentucky Lock Groundbreaking

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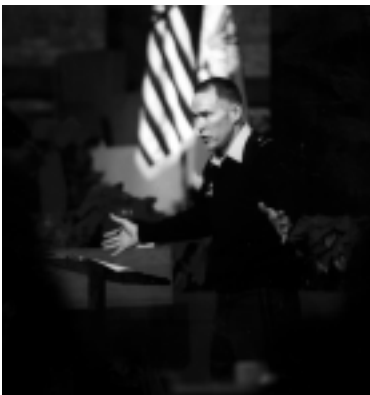


Photo by Bill Peoples

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Brig. Gen. Robert C. Griffin, commander of the Great Lakes and Ohio River Division, makes a point during the town meeting held at the First Baptist Church in Nashville.

District Digest

Commander

Lt. Col. Pete Taylor

Public Affairs Officer

Edward Evans

Editor

Bill Peoples

Assistant Editor

Steven Foshee

Layout and Design

Kathleen Bullock

Circulation

IMO (Mail Center)

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Story ideas and articles may be submitted to P.O. Box 1070, Nashville, TN 37202-1070. Details may be obtained from the editor at (615) 736-7161.

Written material may also be sent electronically to the editor at the following e-mail address: William.L.Peoples@usace.army.mil/

Information about the Nashville District may also be found on the District's homepage at: <http://www.orn.usace.army.mil/> □

Thoughts From The Trail...



Seasons Greetings, Nashville! Once again, I'm writing this while on the road. As I look outside at the decorations here in Washington, I'm reminded how unprepared I am for the holidays that are upon us.

Several items I want to discuss with you with this edition. First, by now word should be out that we're moving Planning Branch from Engineering to Project Management. The senior leadership and I elected to make this change for several reasons: it provides better alignment and support to the Project Management Business Process, improved career opportunities for our Planning staff, and better cradle-to-grave project management for our customers. I suspect that the official transition date will be in early-January and that Planning Branch will physically relocate in late-February or early-March. In making the decision to move Planning, the senior leadership and I received some tremendous recommendations from Kathryn Firsching, Steve Eli, Janie Billingsley, Tom Cayce, Tom Swor, Wayne Huddleston, Sue Crofutt, (HR - Advisor) - Vickie Goostree/Ann Parri (RM Advisors), and Ray Hedrick, Doug Radley, and Tim Rochelle for their leading support to the team...many thanks to all for your valuable input.

Next topic is Safety. Just in case you haven't heard, Nashville is the first District to achieve Five-Star recognition by the Division—a significant feat about which everyone should feel proud! While the award is just a gesture, it does recognize that an outstanding safety culture exists in the District. During the outbrief, the Great Lakes and Ohio River Division evaluators couldn't say enough good about what they saw and heard in the field at Cheatham Lock and Powerhouse, Old Hickory, the Nashville Repair Station, and at Cordell Hull. Congratulations, well done! My message to you in this regard is twofold: first, thanks...it took significant effort to prepare for the 5-Star evaluation but it was worth it. More importantly, as good (and lucky) as we've been, we can't rest on our laurels. I ask and need everyone to think, talk, and stress safety in

everything we do. Quite simply, even one accident is too many! Finally, I'd be remiss if I didn't thank Emmett Forte, John Tibbels, Wayne Hickman, and Larry Forte for all they did to ensure the District was prepared for the evaluation.

November was a busy month for Construction-Operations with the Old Hickory Lock dewatering. We began the operation under the assumption that it would be relatively simple. However, once the chamber was dewatered (and getting to that point was quite a challenge—ask Charlie Bryan about the closure beam from Cordell Hull), we discovered structural cracks that weren't part of our dewatering plan. Still, the Con-Ops team rose to the challenge, brought in the right folks to make the repairs, and safely completed the dewatering. And oh, by the way, while the team did all this, they also gave tours to 200 students from Tennessee State University, Middle Tennessee State University, Vanderbilt, and Tennessee Technological University. So, to the entire team involved in the dewatering, many thanks, and congratulations. A few of the star performers included: Robert Reed, Carl Scott, Ben Amos, Bob DeLong, Dennis Wiley, Carl Winfree, James Sowell, Johnnie Hayes, Charles Reed, Louie Binkley, Gary Burke, Wade Earle, John Boyette, Steve Stoneburner, Don Dean, Mickel West, Cledus Reeves, Leon Gomex, Larry Paulk, Greg Cox, Bob Jackson, Kevin Phebus, Greg Forte, Dave Stafford, Dale Taylor, Bob Nesbitt, John Ashworth, Charles Depriest, and Dave Sheetz. We also had great support from our L&D trainees including Bill and Chuck Nelson, Gerald Choate, Joyce Benjamin, Jerry Bishop, Bruce Johnson, and Dan Dowlen. As usual, I also need to thank Tom Battles, Tony Gray, and Eugene Hixson from the fleet. Finally, while a dewatering is a tough, labor-intensive job, it still can't be done unless the paperwork is straight—thanks to Kacy Mullins and Ann Stewart.

If you didn't get a chance to see last month's Kentucky Lock Groundbreaking either in person or via the internet (another Corps first for Nashville!), then you missed a first-class production. Clearly someone



was looking out for the District as we experienced last-minute changes with our VIP attendees, power outages, 40-knot winds, and rain throughout the day. Still, the ceremony was fantastic. In fact, several folks from outside the District told me that this was the best-run ceremony of its type they've seen.

Many folks deserve credit for the success...the entire PAO staff of Ed Evans, Dave Treadway, Steve Foshee, and Bill Peoples; the Western Kentucky Operations staff led by Wayne Lanier and supported by Mike Looney, Larry Nash, Gary Hubbard, Gerald Cunningham, Dale Brewer, Robert Love, James Milles, William Peek, Jerry Wisom, Don Johnson, and Michael Holland; our AV support team including Janis Clarke, Lynn Bowden, Ken Laster, Bobby Austin, and Mike Swing; our KY Lock Project Managers, Mike Wilson and Don Getty; and finally, Carol Warren, who handled a million details with relative ease.

Congratulations to our recent Leadership Development Program graduates—Patty Coffey, Johnny Parham, Vicky Goosetree, Marlin Wells, Lauren Heffelman, John Tribble, Peggy Harker, Kathryn Firsching, Danita Jones, Carolyn Bauer, Toni Rushing, and Tom Hale (no, Tom didn't get recycled into the '00 class). For those don't know about LDP and what it entails, these folks completed an arduous program that included graduate-level instruction on leadership, business processes, public speaking, etc. They also visited local businesses here in Nashville (Gaylord, Caterpillar, etc) and worked on some minor group projects (OK, maybe I've taken a liberty calling the projects "minor"). Actually, the projects were of

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Lt. Gen. Joe N. Ballard, Chief of Engineers, delivers remarks as during his address as part of TSU Distinguished Lecture series.



Dr. Decatur Rogers, dean of the College of Engineering at TSU greets Lt. Gen. Ballard.



Chief of Engineers visits Tennessee State University

Story and photo by Bill Peoples

"It's a pleasure to join you tonight to talk to you about a subject that is very important to me and that is 'Leadership in the New Millennium,'" said Lt. Gen. Joe N. Ballard, Chief of Engineers and commanding general of the U.S. Army Corps of Engineers. "Leadership is part of every job description in the military. Every job description that I have for my 77,000 employees has some element of leadership involved in it." ... "We define the characteristics of an effective leader by what we call the five Cs and the I: Courage, Candor, Competency Commitment, Compassion and Integrity."

Seek Growth Opportunities

Ballard visited Tennessee State University on Nov. 1 to participate as a Distinguished Lecturer as part of the University's Distinguished Lecture Series and at the invitation of Dr. Decatur Rogers, dean of the College of Engineering at TSU.

Ballard's visit began as ten students from College Engineering and Aerospace Studies Department ate lunch with the General at TSU's Student Center. Several of the students were present or former co-op students with the Nashville District and others were engineering majors and members of the Air Force ROTC unit on campus.



Lt. Gen. Joe N. Ballard, Chief of Engineers, watches TSU engineering graduate student, Laron Walker, as he demonstrates robotic navigation using a computer and the Internet.

Ballard met with University President Joel Hefner and after some friendly ribbing about football, had fruitful discussions about some programs which the Corps of Engineers and TSU are jointly involved in among them the AMIE (Advancing Minorities In Engineering) program.

After this meeting, Ballard attended briefings by students on engineering projects. These briefings ranged from a report from a co-op student of her experience working with the Europe District to a robotics demonstration. The briefings highlighted some of the engineering research being conducted at TSU.

During the afternoon Ballard also met with Dean Rogers and talked with students informally.

The visit continued later with a reception and the Distinguished Lecture Series

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See Ballard

Dennis Williams (left), chief of the Hydrology and Hydraulics Branch, and Warren Bennett (middle), chief of the Geotechnical Branch, talk with Lt. Gen. Joe N. Ballard, Chief of Engineers, during his visit to Tennessee State University.

Nashville Leadership Development Program Completes Second Successful Year

Story and photo by Bill Peoples

In seeking a method to build new leadership, Nashville District has launched a "growing experience" for personal and professional development that is already paying dividends.

Invest in People

The Leadership Development Program in the Nashville District has completed a second successful year as 12 graduates completed the program in December and 12 more participants were selected for LDP 2000.

The goal of the program is to develop and grow future leaders for the Corps of Engineers. The year-long part-time program gives participants an opportunity to attend executive staff meetings, seminars, university classes, visit field sites, attend District Staff and Project Review Board (PRB) meetings, participate in the annual Strategic Business Planning Workshop, visit with private industry, and have a mentoring relationship with a senior manager.

"The Nashville District Leadership
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Lt. Col. Pete Taylor (left) presents Carolyn Bauer, Natural Resources Section, with her Leadership Development Program diploma during the graduation ceremony at Belmont University.

Turbine Venting Improves Dissolved Oxygen Levels

Story and photos by Bill Peoples

When Nashville District's conservation customers voiced their concerns about the dissolved oxygen levels below some of the dams in the District, Nashville went to work on a program of turbine venting in 1998. At the one-year mark that program is showing signs of success.

The program consists of fitting a series of hub baffles to turbines deep inside the dam.

"We, the Nashville District, have the objective to meet water quality standards in our releases from Center Hill Dam and others," said Bob Sneed, Water Quality team leader, Water Management Section.

"The objective of the turbine venting work that we've done, both the baffles and the air lines, is to get as far as we can toward that goal, recognizing upfront that we can't get to the State standard of 6 milligrams per liter for all situations.

Hub baffles and a supplemental air line have been installed on one unit at both the Center Hill Dale Hollow Power Plants. Both have shown improvements in the outflow dissolved oxygen level as a result, according to Sneed.

"We do have data that shows the baffles are probably getting us 2 to 2.5 milligrams per liter," said Sneed. "This is not meeting the State standard, but it is a step in the right direction, and it is something we can do within our existing

budget and resources."

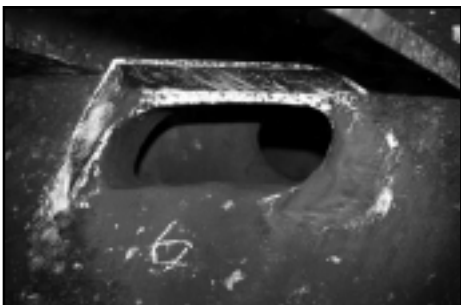
The program began because state agencies and groups of concerned citizens contacted the District and asked if something could be done about the low oxygen levels in the Center Hill Dam tailwater and lower Caney Fork River, which was hurting the trout fishing in that area, according to Sneed.

The solution was turbine venting, which had already been used successfully by the Tennessee Valley Authority on several of their dams on the Tennessee River.

"Turbine venting consists of two components," said Sneed. "The first is the baffles, where a steel plate is welded on the hub of the turbine. The second is an alteration made to the air supply system to increase airflow."

Plans for further work call for venting to be done on the remaining turbines at both Center Hill and Dale Hollow in 2000. Wolf Creek is also a candidate for the procedure, according to Sneed.

"TWRA (Tennessee Wildlife Resources Agency) is very pleased with what we are doing and excited about the progress we have made," said Sneed, "and we have had a similar response from local chapters of Trout Unlimited, who have worked with us in a very cooperative manner." □



A hub baffle (left) from a unit at the Center Hill Power Plant (right) is shown during the one-year inspection. Oxygenation occurs when the high-pressured water hits the metal baffle thereby increasing the amount of oxygen in the water.

Division Commander Visits Nashville

Story and photos by Bill Peoples

Brig. Gen. Robert C. Griffin, commander of the Great Lakes and Ohio River Division, made his first official field visit to the Nashville District on Dec. 16-17. He met with senior staff members, received briefings at the District Office, conducted a town hall meeting and visited the Old Hickory project.

Griffin received briefings highlighting the Nashville District program and the work of the Nashville team. Topics included an overview of the District, the civil works program, the Kentucky Lock, Support For Others program, and the Wolf Creek Uprate.

During a working lunch, Griffin received updates on Nashville's Strategic Business Plan and the Leadership Development Program.

During the Town Hall meeting at the First Baptist Church, Griffin presented several coins and awards. Coins were presented to Dane Owens, Melissa Sager, Bill Barron, and Kathryn Firsching for their outstanding contributions on several different projects. Griffin also recognized three team members as best in the Division at what they do and presented each a plaque. Judy Smith, administrative assistant, Executive Office, was recognized as the best administrative employee in the



Brig. Gen. Robert C. Griffin, commander of the Great Lakes and Ohio River Division, dropped in on the Nashville District Hydropower Training Class as they were taking a test to meet and greet them.

Division. Tom Cayce, chief, Programs Management Branch, was recognized as the best program manager in the Division. Ralph Ownby, assistant chief, Construction-Operations Division, was recognized as the best senior manager in the Division.

During his remarks at the Town Hall, Griffin praised the District for leading the Division in several areas such as the Continuing Authorities Program, Safety and Leadership Development.

empowering people to do their jobs and letting people make honest mistakes. He said in order to stretch and be creative there has to be a command climate where you can take risks, calculated risks, in order to find innovative solutions. He wants people to "think outside the box," and come to him with innovative ideas. Griffin said if it is too far outside the box, he will tell you, but if you can convince him, he will support it.

He talked about his command philosophy of

On Friday morning, Griffin visited the Electrical Services Unit (ESU), the Power Plant, the Lock and the Repair Station at Old Hickory, Tenn.



Brig. Gen. Robert C. Griffin, commander of the Great Lakes and Ohio River Division, visited the Old Hickory Power Plant and had some significant features of the plant briefed to him by Dick Copeland, power plant manager, (back to camera) Tommy Thompson, operator, (far left) as Roger Deitrick (second from left), operations manager, Nashville Area Office, Mike Ensich (second from right, not visible), chief, Construction-Operations Division and Nashville District Engineer, Lt. Col. Pete Taylor listen.

Below: Janet Pryor (left) and Ken Laster (middle) of the Communications Field Office met Brig. Brig. Gen. Robert C. Griffin, commander of the Great Lakes and Ohio River Division, during his visit to the Old Hickory Project.



Randall Graves provided a briefing on the ESU mission and capabilities. The ESU has the responsibility of providing communications capability to the remotely operated power plants, through microwave links.

Next stop was the Old Hickory Power Plant, where Dick Copeland, power plant manager, briefed Griffin on the operation of the plant and showed him some unique aspects of the plant. A highlight of the power plant tour was an opportunity to visit a hydropower training class. When Griffin arrived, the students were taking a test. He made sure he did not divulge any answers as he visited with the students briefly,

Above: Brig. Gen. Robert C. Griffin, commander of the Great Lakes and Ohio River Division, talks with Old Hickory Lockmaster Charlie Bryan (left) and Nashville District Engineer, Lt. Col. Pete Taylor.



and that his time with them did not count against their test time.

After walking across the Old Hickory Dam, Griffin was met by Charlie Bryant, lockmaster, Old Hickory Lock. Bryant gave him a brief update on the recent dewatering and the extra work that had to be done during it. Griffin then met with Roy Joines and Peter Leighty of the Nashville Repair Station. They showed Griffin around the station and briefed him on their operations.

Although this was a quick first visit to Nashville for the Division Commander, Griffin said he hopes to get down to

Nashville on a frequent basis, not only see the exciting things going on in the District, but also to sample some of the local hospitality since he and his wife are big country music fans. □



Brig. Gen. Robert C. Griffin is briefed by Phil Leighty (right), Nashville Repair Party, on their operations during the Division Commander's visit to the Old Hickory project.

Thoughts from the Trail

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great value to the staff and me and I'm sure we'll adopt many of the recommendations for a Balanced Scorecard and changes to our awards program. I know that Bill Hill, Cathy Grimes, Connie Hardeman, Lois Smith, Cayce Tiesler, Todd Duncan, Ray Bess, Larry Nash, Robert Sneed, Steve Beason, Steve Moneymaker, and Vechere Lampley will truly enjoy and benefit from their participation in next year's class.

A fun event held in December was the District's annual holiday program. Stephanie Coleman deserves true credit for not only writing a touching Christmas play (her ninth), but more importantly, for directing her cast of Hollywood "wannabes"—Larry Haley, Joanne Mann, Judy Smith, Steve Moneymaker, Janet Pryor, Brigitte Rugare, Debbie Tuck, Yvette Walker, Carol Warren, and of course, Sharon Wilson (was she acting?). Rumor has it that certain cast members who shall remain nameless didn't even memorize their lines until the day of the play!

Thanks Stephanie.

A few other accomplishments I'd like to recognize. First, Maxie Covington and Gordon Craig are heroes for their efforts on the Shiloh project—we received the sponsor's funds and advertised the contract due to their resolve. Emily Carr and Don Getty also deserve mention for all they did to get the project to this point. Anita Jarrett and Richard Graham deserve a heartfelt thanks for running the District's CFC program—this year we set a new contributions record, largely because of their efforts. Jerry Brown had a great meeting with the Southeastern Power Association during which he presented the 95% feasibility study for the Wolf Creek uprate project—a project with significant potential for the District. Marva Morris helped run the Division's Diversity Board meeting at TSU earlier this month. During the meeting, Dennis Williams and Warren Bennett made outstanding presentations that highlighted the District's AMIE and outreach efforts. Similarly, Tim McCleskey and Bill Barron deserve mention for their involvement with TSU's senior projects. I even need to mention the great efforts our Office of

Counsel for their efforts on a few key projects—Kentucky Lock and Mousetail Landing. Bob Miller, Robert Smyth, and Grady Moore worked some legal miracles to allow us to move forward on these important projects. One last piece of good news concerns my predecessor, Lt. Col.(P) Chris Young, who was recently selected for colonel — well deserved and great news for the Young family!

December is also a bittersweet time as we say farewell to two of the District's stalwart leaders and personalities—our Chief of Regulatory, Randy Castleman, and the Cordell Hull Power Plant Superintendent, Shirley Jones. Randy promises that retirement will mean a lower golf handicap (can it get lower?) and more time with his grandchildren. Shirley plans to travel around the country. Whatever they do in retirement, we owe them a great debt of thanks for all they've done for Nashville and our nation. Randy and Shirley, you'll be missed, and we wish you the best.

Let me bring this to a conclusion by wishing each of you a safe and happy holiday season and New Year. As we move into the new millennium, "Lead the way, Nashville!" □

Kentucky Lock Groundbreaking

Story and photos by Bill Peoples

The “wham” of hammers onto metal sheet-pilings and the shrill whistle of a tugboat horn signaled the official start of the Kentucky Lock Addition at Kentucky Lock and Dam, near Grand Rivers, Ky. and a new beginning for the improvement of navigation infrastructure along the Tennessee River. The Groundbreaking for the \$533 million dollar project on Nov. 19 went as scheduled even though dark skies threatened rain, which held off until the ceremony was complete.

The ceremony brought together local citizens, navigation industry representatives and federal, state and local government officials who have championed the need for an additional lock chamber at Kentucky Lock and the need for continued funding of the navigation infrastructure along the Tennessee and Cumberland Rivers. Dignitaries included: Ky. Gov. Paul Patton, U.S. Rep. Whitfield, Assistant Secretary of the Army for Civil Works Joseph Westphal, Brig. Gen. Robert Griffin from the Great Lakes and Ohio River Division, U.S. Army Corps of Engineers and TVA Vice President for River Operations Janet Herrin and local officials as well as navigation industry representatives, Ken Wheeler of the



Dignitaries symbolically pound hammers onto a sheetpiling to signal the beginning of construction on the new Kentucky Lock addition.

Heritage Museum and U.S. Steel President George Weber.

In turn, the speakers highlighted the need for the new lock and the impact it will have on navigation, the local economy and the nation.

“I would submit to you that this is a great day for America!” said Ken Wheeler. “Products for 26 states move through Kentucky Lock. It is indeed a project that benefits the entire country by reducing transportation costs and ultimately the delivered costs of those products.”

“So I would encourage you to join with us in insisting that the

Administration fully fund Kentucky Lock in their annual budgets,” said Wheeler. “There is no better place for

Gov. Paul E. Patton, governor of the Commonwealth of Kentucky, gestures towards the present Kentucky Lock and he explains what it has contributed to Kentucky’s economy and how the new lock will have a significant impact also.



Janet Herrin, left, vice president for River Operations, Tennessee Valley Authority and co-host for the Groundbreaking, spoke about the partnership between TVA and Corps of Engineers that is being strengthened as new lock at Kentucky Dam is designed and constructed.



U.S. Rep Ed Whitfield, right, talks about the importance of the new Kentucky Lock addition to the local economy and to industry which depends on it to transport goods.



Vickie Vaughan delivered a stirring rendition of the National Anthem to begin the Groundbreaking festivities.

The Tennessee Valley Authority, which owns all the locks on the Tennessee River, was

represented by Herrin who was the co-host for the groundbreaking ceremony. She said TVA is looking forward to working with industry and the Corps on other projects along the Tennessee River.

“I appreciate very much the excellent partnership that TVA and Corps have had with the navigation industry over the years,” said Herrin. “TVA will continue to provide support in the design and construction of



Signals Official Start of Project



The platform guests listen as U.S. Rep Ed Whitfield delivers the keynote remarks during the Kentucky Lock Groundbreaking.



Dr. Joseph Westphal, right, Assistant Secretary of the Army for Civil Works, directed this remarks at how the future will be impacted by the new addition at Kentucky Lock.



George Weber, president of U.S. Steel, spoke on behalf of industries who use waterways including the Tennessee River to transport their products. He said the new lock addition at Kentucky Lock will signal to the world that the Tennessee Valley is ready and able to compete on the world market.



Ken Wheeler, director of the River Heritage Museum, talked force-

fully about the need for continued infrastructure improvements on the Tennessee River and challenged the audience to support the addition at Kentucky Lock and the needed repair and possible replacement of Chickamauga Lock.

the new lock and we look forward to working in partnership with the Corps and the industry groups in the many years ahead.”

The U.S. Army Corps of Engineers was represented at the Ceremony by Westphal and Griffin. Westphal directed his remarks towards the children in the audience and gave them a short history lesson about the Corps of Engineers.

“Kentucky Lock is just a small part of a \$5 billion program around the nation to develop this nation’s water resources,” said Westphal, “and now not just to develop them but to protect them and enhance them.”

The significance of Kentucky

Lock was highlighted as Gov. Paul Patton, Kentucky’s governor, participated in the ceremony.

“The investment that we see blossoming today will certainly be a wise investment by the people of America,” said Patton. Again, It is certainly a pleasure for me to be here to be with you to celebrate this significant occasion in our economic progression.”

“Today, we begin the project of building a new \$533 million 110 x 1,200-foot lock here on the Tennessee River,” said Whitfield.

“For 2000, there is \$15 million dollars budgeted for this project, and working with the Corps, we hope to reprogram some money so there is even more than that.”

A theme running through many of the speeches was the appreciation for the support of Whitfield and McConnell to obtain the funding necessary to build the new lock.

“I’m pleased to recognize Senator McConnell and Congressman Whitfield for ensuring that our country continues to make these kinds of invest-

ments,” said Patton.

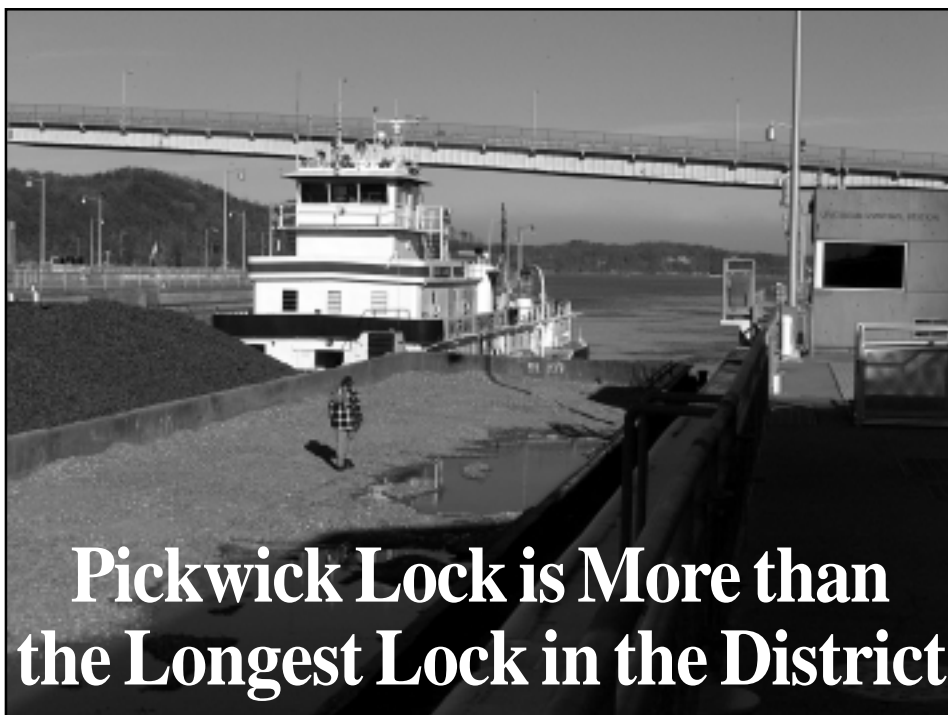
Even though the day belonged to Kentucky Lock, Wheeler let the audience know that although Kentucky Lock was a new beginning for the improvement of navigation infrastructure along the Tennessee River, it was not an end to solving the navigation concerns on the river.

“Well the job is never done, and while I have your attention on the podium, I want to ask your help in one more project that is important to the Tennessee River,” said Wheeler.

“Chickamauga Lock, which is located in Chattanooga, is in serious danger of complete failure due to its unique construction. Unless a major effort involving industry, TVA, the Corps and Congress is mounted soon, we face the very real possibility of losing the upper 300 miles of Tennessee River between Chattanooga and Knoxville to navigation. How ironic it would be to see Chickamauga Lock close about the time the increased capacity at Kentucky Lock becomes available. Everyone who is here today to celebrate the start of this Kentucky Lock addition is a stakeholder in finding a solution to the problems at Chickamauga Lock.” □



John Henry O’Bryan, retired mayor of Grand Rivers, Ky., acknowledges his introduction. The 83-year-old O’Bryan attended the original Kentucky Lock Groundbreaking in 1938.



The towboat Ocie Clark moves part of her tow into the huge chamber at Pickwick Lock. The 110x1000-foot chamber will accommodate the standard tow of 15 barges and a towboat at one time.

Story and photos by Bill Peoples

Pickwick Lock and Dam straddles the Tennessee River near the Shiloh National Battlefield and Savannah, Tennessee. Its location is strategic for navigation on the Tennessee River and Tennessee-Tombigbee Waterway. The 1000-foot main lock was completed in 1977 and is the longest and newest on the Tennessee River.

The new chamber replaced the original 600-foot lock, which now serves as an auxiliary lock. Pickwick is second behind Kentucky Lock in the amount of commodities locking through it.

Revolutionize Effectiveness

Although most locks in the Nashville District operate about the same, the uniqueness of Pickwick is the length of the chamber.

"Twelve hundred feet, it is the longest lock in the District and on the Tennessee," said Donnie Damron, Lockmaster, Pickwick Lock. "It gives us the ability to lock up to 15 barges and a towboat at a time or 18 barges without the boat. With the auxiliary chamber we can also do what we call a "quick double" where you lock the barges through the main lock and the towboat

through the auxiliary lock at the same time. It cuts the time almost in half."

The "quick double" is one of the features which make Pickwick unique.

"The only problem with the "quick double" is that it requires two operators, which we usually have on most of the day



The U.S. flag, the Corps of Engineers flag and the TVA flag wave proudly in the breeze over Pickwick Lock symbolizing the cooperation between these two federal agencies for the benefit of American citizens.

Below: Donald Carroll, lock operator at Pickwick Lock, opens the upstream gate as a tow prepares to enter the lock.



shifts," said Donald Carroll, lock operator. "Being able to use both chambers at the same time, we usually don't have long delays."

The 1000-foot main lock chamber was completed about the same time as the Tennessee-Tombigbee Waterway which increased navigation traffic on the Tennessee.

"We get a lot of boats which are either coming up from the Tombigbee or going down it," said Carroll. "Because of it we see some tows from some faraway places, like Japan."

The commodities shipped through Pickwick are about the same as the other locks on the Tennessee according to Carroll.

"We get a lot of coal, asphalt, lumber and agricultural products through here," said Damron. "If we didn't have the 1000-foot chamber, we would have long delays like Kentucky Lock. In fact, some of the engineers for the new Kentucky Lock have come down and looked at our lock to see how our design is working."

Every year tows traverse Pickwick Lock with commodities totaling about 30 million tons. The lock which is not near capacity now expects to be when the new Kentucky

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Lock addition is completed, according to Damron.

"We keep busy with traffic from the Tombigbee, but still have the capacity to handle more lockages," said Damron. "When the new lock at Kentucky is finished, we expect to reach capacity."

Three maintenance personnel maintain the two lock chambers at Pickwick. Since Pickwick is larger and has two lock chambers, its maintenance requirements are greater than some other locks in the District, according to Damron.

Pickwick Lock is not exactly on the beaten path, but is surrounded by beauty and history and well worth the drive for a visit says Damron. Co-located with the Lock office is a TVA Museum about the Tennessee River. □



Many products like coal, steel and agricultural commodities move through Pickwick Lock to states on the eastern seaboard, gulf coast and to foreign countries.

Leadership Development

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Development Program (LDP) is a year long intensive program of leadership training that focuses on furnishing Nashville's future leaders with the tools and experience necessary to lead the District into the future," said Barney Davis, chief, Construction Branch and LDP coordinator. "The LDP consists of a mix of classroom training, public service, site visits to both private and public sector firms, and a class project that focuses the candidates efforts on solving the District's real problems."

The program assists each participant with developing professional and individual goals to increase their leadership and management skills while developing their team skills.

"It was growing experience," said Vicky Caldwell, Programs and Project Management Division and graduate of LDP 1998. "For me it was not only for professional development, it was for personal development also. I was able to network with members outside my division and it gave me an opportunity to get a holistic view of the District."

The instructional part of the program is conducted by Belmont University, 80 hours of classroom instruction in leadership and management. The new leaders attend these classes at the university's Massey School of Business.

"The classroom training and overall program administration is performed by the

Belmont University's Center for Quality and Professional Development, which performs leadership training for many major companies in the Nashville area, including Gaylord, Caterpillar Financial, and others," said Davis. "The candidates come from all parts of the organization and form bonds that will reap great benefits for the District in the future."

The LDP class members also participate in team projects designed to develop group dynamics and to assist in meeting challenges and opportunities facing the Nashville District. In 1998, the team project was to conduct two surveys.

"The team projects this year were a review of the Performance Recognition and Awards system and the development of an Executive Level Balanced Scorecard for Nashville District," said Davis.

Each LDP member also participates in the Nashville District's Mentoring Program, which teams up a participant with a senior manager during the year.

The success of the LDP in Nashville brought a suggestion by LDP graduates to form another leadership program for employees GS-09 and below. The new program called Employees Achieving Greatness and Leadership Excellence (EAGLE) is scheduled to begin in 2000.

More information on the Nashville District LDP can be found at the Nashville District's website, http://www.orn.usace.army.mil/about_us/ldp.html. □

The EEO Complaint Process -- Setting the Record Straight

by Marva Strong Morris, EEO Officer

There has long been a need for an article such as this, but it was a recent conscience-stirring conversation with a veteran equal employment opportunity (EEO) counselor that finally spurred me into action. Generally speaking, both management and non-supervisory employees misunderstand the role of the EEO Office. This is particularly true regarding the EEO complaint process. I hope the information that I share here will create a better understanding for those who think they know what we do and how we do it, and demystify the process for those who admittedly know little about it.

Revolutionize Effectiveness

Rather than cite the law and regulations governing complaint processing, I thought it would be more meaningful to just speak in everyday language. So, here goes. It's unlawful to discriminate on the basis of race, color, sex, national origin, religion, age, disability, or to retaliate against someone who has participated in the complaint process. Any employee (or applicant for employment) who believes he or she has been discriminated against in an employment matter under the control of the Department of the Army is entitled to file an EEO complaint within 45 days of the date of the alleged discriminatory action. In the Nashville District, a wide spectrum of our workforce, i.e., GS and wage grade employees, temporary and permanent employees, low- and high-grade employees, and District office and field employees, have used the complaint process. In the District's history, employees have filed complaints based on race (White and Black), sex (male and female), national origin (Hispanic), religion, age (40 years and over), disability (physical and mental), and reprisal for previous EEO activity. As you can see, no group of employees is restricted from using the complaint process.

I want to stress, however, that the complaint process is intended to be used

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See Setting the Record Straight

Resource Management Office Touches Many Areas

Story and photos by Steven Foshee

The increasing responsibility of the Resource Management Office impacts everyone in the Nashville District. It literally guarantees our fiscal integrity.

"The major role of the Resource Management Chief at all levels of disciplines within the Corps structure is to make sure fiscal integrity remains intact and the boss stays out of trouble," said Dave Eliskovich, chief, Resource Management Office. Over the past few years the responsibilities and roles of the Resource Management Branch has increased significantly with Lt. Gen. Joe N. Ballard, chief of engineers, initiating the Regional Management Board and the District initiating the Executive Review Board. The Regional Management Board assures fiscal integrity throughout the Division and the executive review board is basically to make recommendations to the District Commander on future decisions. The Chief Financial Officer (CFO) Act governs the way the federal agencies do business.

Revolutionize Effectiveness

The CFO act of 1990 mandates the production of useful, timely, and auditable financial statements. Army Audit Agency has identified problem areas or issues within the Corps financial statements and management controls. These issues are serious enough, according to Eliskovich, to prevent an unqualified audit opinion. These problems are referred to as CFO issues.

Eliskovich's staff performs many critical roles. They oversee all CFO issues such as preparing and submitting auditable financial statements, preparing annual assurance statements on internal controls, reporting material internal control weaknesses and developing compliant automated systems.

"The Resource Management Branch," said Melissa Sager, accountant, Finance and Accounting Branch, "is the keeper of the financial records and funds that come into the District. As the F&A Office receives appropriated funds, they are passed along to Project and Program

Management Division for allotment to specific projects in the District. F&A then makes the proper distribution of the funding to the projects."

Sager also prepares financial statements for the District's nine multi-purpose projects, 12.5 percent of the Corps total. These report to power marketing agencies our assets and liabilities and how the District spent taxpayers' money.

As one of the asset managers for the District, Sager said, "I'm responsible for the financial records on all the real property we own and also for the personal property regardless if it is civil or revolving funds. Nashville District has several million dollars worth of property at each project. I'm responsible for keeping up with the financial dollars and assuring that if Corps employees buy or construct something that it gets placed in service and tracked for depreciation purposes. Overall, resource management puts the funds into the system and we move the money around between programs and work items. If, for example, the project manager wants to move funds between several projects, we administer these financial changes."

Another segment of the Resource Management Office is the Management Analysis Branch. "The Budget Branch works sort of like the bank," said Lissa Maxwell, budget analysis, Management Analysis Branch. "Once the Commander approves the budget, each office is allotted a certain amount. The Budget Branch monitors each office to ensure they stay within their budget amount." This involves working closely with Division Office chiefs as well as budget point of contacts in each office.

The budget branch is also responsible



Dave Eliskovich (left), chief, Resource Management (RM) and Gary Wyatt, chief of the Budget Branch of RM go over the budget execution for the first quarter of fiscal year 2000.

for the Plant Replacement Improvement Program (PRIP) and the Manpower Program. PRIP is where each district is allotted money for plant replacement or improvements in a given fiscal year. They ensure that items are requisitioned and obligated in the fiscal year requested. The Manpower Program is a team effort between Resource Management and the Human Resources Office where both tackle similar issue.

The Management Analysis Branch completes the Resource Management structure. Vicky Goosetree, management analysis, explained how she uses Consolidated Command Guidance (CCG), published each year by Headquarters, to assess organizational performance. Each quarter, Headquarters then uses the same standard to conduct a Command Management Review (CMR) to gauge District performance.

Goosetree further detailed her role in the Resource Management Office by using the Management Controls Program, a systematic means to administer the management controls process in accordance with regulation AR 11-2. These rules, procedures, techniques and devices are employed by managers to ensure that what should occur in their daily operations does occur on a continuing basis. Management controls include such things as the organizational structure itself (designating specific responsibilities and

Continued

Setting the Record Straight

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for those who believe themselves to have been subjected to unlawful discrimination as described above. Sometimes actions are taken that employees believe to be unfair, unethical, immoral, etc., but not a violation of the anti-discrimination laws. In such situations, it's appropriate to seek other avenues to resolve the problem.

When employees come to the EEO Office, we try to provide objective assistance in helping them to resolve their problems. Depending on the situation, we may provide suggestions on ways to handle the matter without filing a complaint, such as talking to the supervisor or seeking information from the Human Resources Office. But, once an individual makes the decision to file a complaint based on one of the categories mentioned above, we are required to process it. The process involves having the aggrieved (person with the complaint) to discuss his or her concerns with an EEO counselor, a

neutral party whose job is to advise the aggrieved and management officials of their rights, inquire into the allegations of discrimination, and attempt resolution, or settlement, of the matter.

The Army's goal is to resolve complaints at the earliest possible stage of processing in order to achieve better employee relations, cut administrative costs, avoid long, drawn-out litigation, and demonstrate its commitment to EEO. Therefore, our main concern is not whether discrimination has occurred, but whether there is a reasonable "fix" for an employee's problem, i.e., something that would restore working relationships. Formal resolution occurs when the aggrieved person and management officials agree to certain actions that are satisfactory to all parties. Such resolutions are set forth in legally binding documents called negotiated settlement agreements. Informal resolution may occur in other instances, such as, when an employee receives a satisfactory explanation of why an action was taken, and decides not to pursue the complaint.

Employees who file complaints are mistaken when they think that the EEO Office is supposed to argue their cases for them. Aggrieved individuals have the burden to show they have been discriminated against. Our role is to help all parties in the complaint process to understand their rights and responsibilities, and to process complaints fairly. In cases where we think the District may be vulnerable to a finding of discrimination, we inform management and encourage resolution of the matter. In cases where resolution is not achieved, the aggrieved individual may continue processing of the complaint, within the limits of complaint regulations. It's important to remember, though, that a resolution isn't an admission of guilt on the part of the District, and the absence of resolution doesn't mean that the District doesn't care about the individual's complaint.

The EEO staff walks a tightrope in trying to provide earnest advice and assistance to both employees and management. We're advisors, problem-solvers, peacemakers, and proponents of equal opportunity for all employees. I often hear comments that employees think the EEO Office doesn't help employees, particularly minority employees. I hear other comments that minority employees are the only ones about whom we care. As indicated by the complaint statistics above, the EEO Office provides service to all employees in the District. Although I have direct access to the Commander to advise him on EEO matters that require his attention, I can't possibly know about every concern in the District. Thus, employees have to take responsibility for their own careers by being informed, engaging in self-development activities, and asking questions when they don't understand management actions that affect them. As for supervisors and managers, they must thoroughly understand their personnel management responsibilities, and carry them out in a fair and equitable manner.

We plan to create an EEO Office home page in the near future. In the meantime, check out the Nashville District Employee Handbook (Section 6-8) on the Human Resources home page; the Nashville District EEO posters; the EEO Office public folder (in Outlook); and the Equal Employment Opportunity Commission website at <http://www.eeoc.gov>. □

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accountability), formally defined procedures (e.g., required certifications and reconciliation), checks and balances (e.g., separation of duties), recurring reports and management reviews, supervisory monitoring, physical devices (e.g., locks and fences), and a broad array of measures used by managers to provide reasonable assurance that subordinates are performing as intended.

Simply put, management controls are in place to ensure that functions occur. When asked what Goostree thought contributed to her success and the successes of Resource Management, she declared, "Programs such as the Leadership Program, which provide detailed information and experiences in dealing with team concepts and diverse backgrounds, assists not only the individual in training, but the office as a whole. The Resource Management Office is fortunate to have several graduates of the program and team players mentoring these values and techniques of quality leadership."

Team Leadership and managing additional roles and responsibilities, said Eliskovich, starts at the top and works

down the office organization structure. "In the Resource Management organization, I allow individuals to take ownership, which includes briefing issues and expanding responsibilities. This allows my staff to know they have made a contribution to this District and the Corps as an agency," said Eliskovich. □



Christine Rossi, chief of the Management Analysis Branch, and Vicky Goostree, management analyst, look over one of the many reports done by the branch.

The Corps Crowd

Congratulations to...

... Henri Leveridge, office assistant, Wolf Creek Power Plant, and husband, Ruben, whose son Matthew Bryant Leveridge was administered the Oath of Office for Attorney at Law by the Kentucky Supreme Court on Oct. 29.

... Alison Hatchett, student aide at Barkley Power Plant, graduated from Murray State University on Dec. 10 with a Bachelor's degree in Business Administration. She is seeking employment in the Nashville area after over five years of service with the Corps.

Welcome to...

... Janine Cowling, new supply technician at the Lake Barkley Resource Manager's Office, West Kentucky Area Office. Janine transferred from Contracting Division.

Wedding Bells for...

... Sammy Dwayne Alley and Vicki (Amonett) Alley on November 11th. Dwayne is the superintendent at the Laurel Power Plant.

Baby Brigade...

... Sharon Wilson, Regulatory Branch, on the birth of her second grandchild. Elizabeth Grace was born on Nov. 16 and is the daughter of Shane and Cheryl Davis of Thomasville, TN.

... Tony Hendon, lock operator, Wheeler Lock, and wife, Pam, on the birth of their son, Richard Hayden Hendon, who was born on Dec. 4. He weighed 8 pounds, 1 ounce and was 21 inches long.

... J.R. and Rebekah Simpson on the birth of their son, Jacob Michael Simpson, weighing 4 pounds, 15 1/2 ounces, and he was 18 inches long. J.R. is the son of Teresa Perkins, administrative assistant for Eastern Kentucky Area Office.

... grandfathers, Randell Conner, maintenance worker at Wolf Creek Power Plant, and Wallace Halcomb, retired Park Ranger, Lake Cumberland Resource Manager's Office, whose granddaughter; Faith Ann Conner was born on Sept. 10, and weighed 7 pounds 2 ounces. Faith is the daughter of Andy and Melissa Conner.

... Tommy Wilkerson, retired from Eastern KY Area, has first grandbaby.

Margaret Clara was born at 7:30 p.m. on Nov. 10. She weighed 8 pounds, 11 ounces and was 20 1/2-inches long.

... Richard Cox, superintendent, Old Hickory Power Plant and wife, Gayle, on the birth of their second grandchild. Bryson Cox was born Wed., Dec. 8. He weighed in at 8 pounds, 2 1/2 ounces and was 20 inches long. Bryson's proud parents are Chris and Jennifer Cox.

Sympathy to...

... Terry Martin and his family on the death of his father, Luther Martin. Terry Martin is a park ranger at Cordell Hull Lake.

... Jewell Maxwell, retired Plant Section employee, whose husband, Charles Maxwell, passed away Dec. 1. He was also the father of Dinita Beard, maintenance worker, Plant Section.

... Ron Gatlin and his family on the death of his mother, Buena Gatlin. Ron is Chief, Eastern Regulatory Section, in the Construction-Operations Division.

... Calvin Graves and his family on the death of his father, Woodrow Graves. Calvin is chief, Electrical Service Unit, in Construction-Operations Division.

... Charles Lankford, retired Lock & Dam Equipment Mechanic at Fort Loudoun Lock, on the recent death of his wife, Katherine.

... The staff of Dale Hollow Resource Manager's Office who were saddened by the recent passing of Ada G. Rich of Monroe, Tenn. Ms. Rich was an employee of the park contractor for 13 years, and most of that time was spent at Obey River Campground, Dale Hollow's busiest campground. Ada will be fondly remembered and missed by all.

... Tom Battles on the death of his mother, Marie Lowrie, who passed away Friday, Nov. 5. Tom is a master towboat pilot in the Plant Section.

Thank You from...

... Jewell Maxwell. "I would like to thank all of my Corp family, for the many phone calls, cards, prayers, flowers, love and concern during the recent death of my husband, Charles. I love each and every one of you. It is wonderful to have such a dear family as all of you are. Please

continue to pray for me, and keep me in your hearts. Thanks so much."

... Kathleen A. White, civil engineering technician, Upper Cumberland Area Office. "To all the Nashville District folks who have so generously donated leave during my son Andrew's illness and death. My family and I greatly appreciate all of the support from our Corps family in the form of prayers, cards and flowers. Your kindness has made our time of sorrow a little more bearable."

... Annette Robinson, Supply Logistics Management Office. "I'm back to the land of the living. It's been a long road, but I'm getting better as time carries on. I want to thank everyone for all of your phone calls, cards, flowers, donated leave and visits, I think I saw more of you guy's at my home than there at work. Thanks for everything." □

Ballard

Continued from Page 4

Dinner where Ballard was the keynote speaker. TSU's Air Force ROTC Detachment hosted the Dinner. Ballard spoke to the audience about his visit to the campus earlier in the day; his association with Dean Rogers; the organization he heads, the U.S. Army Corps of Engineers, and leadership. He talked about leadership and how it is an essential ingredient to the success of an organization. Ballard used the words of military leaders like Gen. Douglas McArthur to illustrate the characteristics of leaders and he blended anecdotes and personal experience to illuminate the subject for the audience.

Ballard closed his remarks by challenging the audience to seek out mentors and to be a mentor to someone else.

"While academic credentials can get you in the door, it is professional contacts and relationships that will give you real direction. You can have the best grades in the world but if you can't mentor and relate to someone you are not necessarily going to get ahead so we encourage our soldiers to find mentors and to be mentors," said Ballard. "Mentoring is one way we can make sure that leadership values are passed down from one generation to the next." □

Rapid Response Vehicle

Continued from Page 16

platform featuring: a turbo diesel engine, a 15KW generator, which are both fueled from the same 50-gallon fuel tank, and a computer system including a wireless local area network (LAN) used to connect up to 24 computers. The communications system consists of a high frequency single side band radio, VHF radio, CB radio, handheld radios, satellite communications, cellular telephones, a pager, and an intercom system with nine telephones.

Other equipment and capabilities of the RRV include: a TV and VCR, a AM-FM radio, a Global Positioning System, digital cameras, a copier, a fax, video teleconference capability, six workstations, and small life support area with kitchen and bathroom. The RRV will hold 30 gallons of water and 35 gallons of wastewater. Three heat pumps ensure the vehicle can operate in any environment and a hydraulic leveling system provides stability for the vehicle.

To operate the RRV, crews of three people are selected and trained from the District where the vehicle is assigned. Training ensures that the crew is able to deploy and operate the RRV at short notice in an emergency.

"We operate the RRV with a trained crew of three people; an emergency manager as chief, a logistics specialist who is also the driver, and an information management specialist to operate the computers and communications equipment," said Verploegen. "Nashville has three crews trained. Every crew member and their supervisor sign a statement of understanding that the crew member is willing and able to deploy for up to 30 days."

The Nashville District's RRV is regularly setup and tested to ensure it is ready for deployment. "The RRV is stored at one of our power plants, and every two weeks it is driven and set up to make sure everything is working," said Verploegen. "We check out everything, charge batteries, and run the generator at least an hour to be sure we are ready for future disasters like a New Madrid earthquake." □

Calendar

December

National Stress-Free Family Holidays Month, Read A New Book Month, Safe Toys and Gifts Month, Universal Human Rights Month, Bingo's Birthday Month, Winter Month, Hi Neighbor Month, National Closed Caption TV Month

22	First day of winter (shortest day of the year)
25	Christmas Day
31	New Year's Eve

January

Crime Stoppers Month, March of Dimes Birth Defects Prevention Month, National Eye Care Month, National Volunteer Blood Donor Month, National Health Month, Thyroid Disease Awareness Month

1	New Year's Day, Federal Holiday
13	Randy Castleman, chief, Regulatory Branch, Retirement Dinner, Country Hills Golf Club, Hendersonville, Tenn. Social Hour 6 p.m., Dinner 7 p.m.
15	Persian Gulf War begins with air attack against Iraq by coalition forces, 1991
17	Martin Luther King, Jr.'s Birthday Observed, Federal Holiday

Information for the December calendar must be received in the Public Affairs Office by Jan. 8. Please send email to William.L.Peoples@usace.army.mil. Information on events and activities of interest to all District employees is requested from the staff and the field.

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Rapid Response Vehicle Adds Capability for Disasters

Story and photo by Bill Peoples

Nashville District has been selected to receive one of the six Rapid Response Vehicles (RRV) designed for the U.S. Army Corps of Engineers to support emergency operations.

The newly-arrived RRV brings state of the art equipment to a disaster area in order to provide communications and a working space for Command and Control and emergency response and recovery operations. "We are supposed to deploy within a 600-mile radius to emergencies within 18 hours," said Dave Verploegen, emergency manager for the Nashville District. "That is six hours for notification and preparation for deployment and 12 hours driving time to be at the disaster site up to 600 miles away."

The six RRVs are Headquarters, U.S. Army Corps of Engineers assets, with one assigned to each Engineer Division within the United States. The Nashville District is responsible for maintaining a trained cadre for the District's RRV.

Seek Growth Opportunities

"We arrive early at a disaster site in order to provide first-hand information, preliminary damage estimates, and to communicate needs back through command channels," said Verploegen. "The

Corps Planning and Response Teams (PRTs) provide emergency support by managing contracts for bagged ice, bottled water, emergency power, temporary roofing, debris removal, and technical support missions.

When a hurricane threatens, the RRV is deployed early for pre-positioning at staging areas to move into forward areas after landfall."

The Nashville RRV has been already deployed for emergency operations in three states since arriving in Nashville six months ago. It was used in support of Hurricane BRET, and deployed twice during Hurricane FLOYD.

"We deployed the RRV for Hurricane BRET to Fort Sam Houston, Tex.," said



Members of Nashville District's Emergency Management team gather in front of the Rapid Response Vehicle assigned to the District. Left to right are Mike Swing, Steve Barker, Al Dunn, Dave Verploegen, and James Sowell.

Verploegen, "to a staging area near the FEMA (Federal Emergency Management Agency) Disaster Field Office, and supported PRT missions for emergency power, ice, and water." During Hurricane FLOYD, the RRV deployed first to Georgia and then to North Carolina where it was used as a command and control facility.

The RRV gives users a state-of-the-art

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See Rapid Response Vehicle